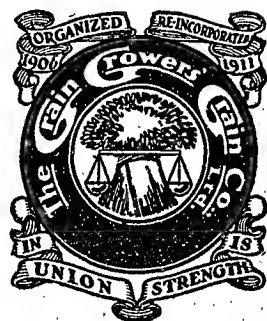


Farmers in Business for Ten Successful Years

1906 1916

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Farmers in Business for Ten Successful Years

1906 - 1916



Birth of the Farmers' Pioneer Company in a tent at the Winnipeg Exhibition, July, 1906, when provisional directors were elected.

FOREWORD

During the past fifteen years the Grain Growers' movement among the farmers of Saskatchewan, Manitoba and Alberta has earned a place in history. Of the several organizations connected with that movement probably none has exerted a wider or more lasting influence than The Grain Growers' Grain Company.

It was the pioneer attempt of the farmers to go into business for themselves. To-day The Grain Growers' Grain Company has offices at Winnipeg, Regina, Calgary and Fort William, while its thousands of shareholders are tallied from every corner of Western Canada.

In the following pages will be found a very brief story of this remarkable farmers' co-operative business, showing how it is organized and equipped to give the farmer the fullest measure of protection and genuine service in marketing and buying.

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THE 1917 BOARD OF DIRECTORS

Top Row—F. M. GATES (Fillmore, Sask.); JOHN KENNEDY; J. W. WOOD (Wainwright, Alta.).
Middle Row—W. MOFFAT (Souris, Man.); T. A. CRERAR (President); J. F. REID (Orcadia, Sask.).
Bottom Row—R. MCKENZIE; JOHN MORRISON (Yellow Grass, Sask.); F. J. COLLYER (Welwyn, Sask.).
Inset—Shareholders at the 1916 Annual Meeting.



THE Grain Growers' Grain Company grew from the same seed as The Grain Growers' Association in the three Prairie Provinces—the discontent of Western Canadian farmers with conditions in the grain trade. Those conditions are now familiar history. The successful organization of Grain Growers' Associations in 1902-3 for protection of the farmer from violation of his rights under the Grain Act gave him confidence to seek relief in other directions than the distribution of ears and freedom of shipment. The feeling spread that improvement might be made also in the grading system and in re-inspection methods. Finally in January, 1905, E. A. Partridge, of Sinaluta, Saskatchewan, was selected to investigate and report upon conditions at Winnipeg. He spent a month in gathering what information he could regarding the handling of grain and, as a result of his investigations, he came to the conclusion that it would be wise for the farmers to maintain a permanent agent at Winnipeg to safeguard their interests.

How the Company Was Born

From this conviction to the Big Idea was but a short step. Why not form a company of their own to market their own grain at Winnipeg? A thousand farmers in aggregate control of ten million bushels of wheat would be able to make the same bargain in disposing of their product as an individual dealer who owned a similar quantity. In short, it was the co-operative marketing idea.

So convinced was E. A. Partridge of justification in the attempt that he addressed the Manitoba Grain Growers' Association, which happened to be meeting in Annual Convention at Brandon (1905). But while the farmers listened with interest to his outline

of the scheme and approved of the principle involved, they were not prepared at that time to take action beyond appointing a committee to report more fully upon the matter the following year. At the Annual Convention of the Saskatchewan Grain Growers' Association in Moose Jaw a similar attitude was taken.

At Sinaluta Mr. Partridge succeeded in convincing his friends and neighbors that he was on the right track, and as a result of several local meetings the scheme was discussed and amplified. So that when the time came for reporting to the next Manitoba Convention, on Feb. 28th, 1906, many of the delegates were impressed. It was left to those interested to act individually, and the proposed company was endorsed at a special meeting, a provisional committee appointed and a series of promotion meetings arranged in March, 1906.

Breadth of Vision

Farmers from the Sinaluta district already had subscribed for more than two hundred shares, and the Manitoba subscribers united with these. No thought of provincializing the undertaking was entertained; from the first the farmer in Saskatchewan, Manitoba or Alberta had an equal voice in the affairs of the Company, which set out on its pioneer trail in the interests of all farmers alike. The Saskatchewan men had appointed a provisional committee with E. A. Partridge as president; A. J. Quigley as secretary, and W. E. Hall as treasurer, and these officers were allowed to stand with the addition of W. H. Bewell as secretary for the Manitoba stock-selling campaign which opened at Rosser on March 9th.

It was not easy to sell stock at first. Many farmers recalled the failure of similar business ventures in the middle

Farmers in Business for Ten Successful Years

eighties and the early nineties in connection with "Farmers' Unions," "Patrons of Husbandry" and "Patrons of Industry." Now that the Grain Growers' Associations had been formed successfully for protection, some of the members feared that a farmers' trading agency might drag down the associations if it failed. So jealous were they of their new-found defence, therefore, that at every turn the promoters of the proposed grain commission company faced timid looks and spoken doubts, even some scoffing and laughing.

But the men who were urging the farmers to risk a few dollars were farmers themselves and had suffered from the abuses for which they were seeking a remedy so earnestly. Their sincerity could not be questioned, and by the middle of July enough capital had been subscribed for the Company to obtain charter and start operations.

One Man, One Vote

At first shares were sold for \$25.00 each, no man being allowed to hold more than four or to have more than one vote at annual meetings. This wise provision removed all danger of any group of shareholders securing control of the Company in order to take advantage of the others. Afterward, when wider charter powers were granted in 1911 by the Dominion Government, the greatest number of shares that could be held by one man was increased to forty; but he was still allowed to have only one vote.

The harvest season was so near at hand that it was necessary to take prompt action if the Company hoped to do any business in the fall of 1906. There was not time to hold a general meeting of all the shareholders before cutting began; so it was decided to start business with a provisional directorate rather than lose the chance of handling part of that year's crop.

Five members of the Organization Committee were in Winnipeg and available for quick action. Therefore, on July 26th, 1906, in a tent at the Winnipeg Industrial Exhibition, The Grain Growers' Grain Company was launched definitely with provisional officers and directors as follows: President, E. A. Partridge, Sinaluta, Saskatchewan; Vice-president, John Kennedy, Swan River, Manitoba; Secretary-Treasurer, John Spencer; Directors, W. A. Robinson and Francis Graham.

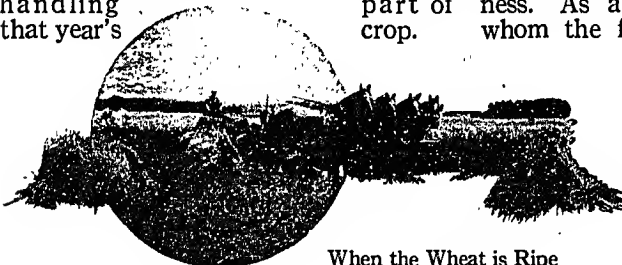
Open for Business

The Company opened for actual business on September 5th, 1906, in two little rooms of the old Tribune Building, Winnipeg. The place was so small that there was scarcely space for three men and a stenographer to turn around. The equipment consisted of a few sticks of second-hand furniture including a table for a desk and a typewriter past its prime. But by the end of the first month the receipts in response to the circulars sent out to farmers had risen to one hundred cars of grain each week.

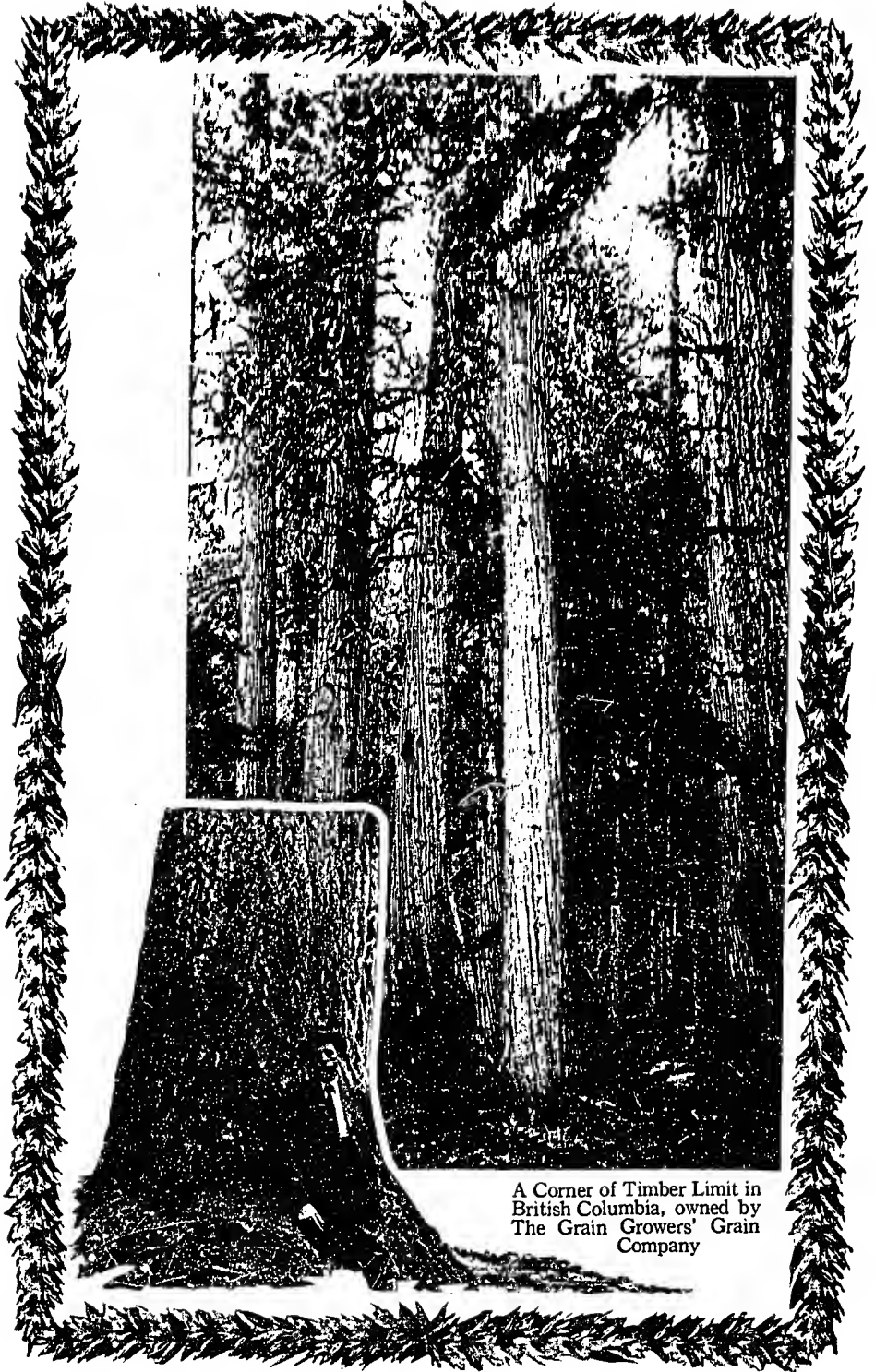
Suspended by the Exchange!

It had been the idea of the promoters to distribute co-operatively any profits which the commission company might make, the man sending in the most grain being given a larger share in proportion to the size of his shipment. The Winnipeg Grain Exchange considered this to be a breach of its rules; six weeks after the young farmers' agency began business it found itself suspended, and its \$2500 seat on the Exchange thereby became useless—the seat which had been financed only upon the personal security of Mr. Partridge's friends at Sinaluta, Sask. It was now impossible for The Grain Growers' Grain Company to do business. As all the exporters, through whom the farmers were expecting to

deal, were members of the Exchange, it looked as if the bottom of the bin was in sight! For on a falling market it was not possible to sell the grain which was pouring in from farmers all over the country at



When the Wheat is Ripe



A Corner of Timber Limit in
British Columbia, owned by
The Grain Growers' Grain
Company

the rate of twenty or thirty thousand bushels per day; on the other hand, to have refused these consignments would have killed all faith in the new agency among the farmers for all time to come.

Their Personal Security

That incoming grain looked like a mountain to the worried directors. The usual advances to farmers had been made upon it and by February (1907) the overdraft at the bank stood at \$356,000. Along came the bank with a demand for more security. To meet this the members of the executive gave their own notes, signing away every bit of personal property they possessed. They risked everything. It was this temporary relief which gave the Company time to sell enough of the grain in the East to keep going.

The situation was pretty desperate. Loyal support by the Manitoba Grain Growers' Association, the officers of the struggling farmers' company appealed finally to the Manitoba Government to take a hand in adjusting the matter. The idea of paying profits on a co-operative basis had been given up officially as soon as the Company found that they were overstepping legal rights. They were not reinstated by the Exchange, however, until April 15th.

In spite of all the heavy expenses caused by the action of the Exchange the close of its first season found the young Grain Growers' Grain Company paying its farmer shareholders a dividend of seven per cent. The total profits were \$790. Some of the shareholders received Express Orders for seventy-five cents as their dividend; some of these have never been cashed, but are to be found framed and hanging on the walls of farm homes. For it was a proud day.

A Time of Struggle

Not that everything was easy from then on. Farmers who have been connected with this Company from the start know the years of bitter opposition which have had to be faced. They will



MR. CRRERAR

recall that in 1909 the Winnipeg Grain Exchange did away with the "Commission Rule" for a period of one year--the rule which fixed the commission that grain dealers were to charge their patrons. One cent a bushel had been the established commission allowed on wheat; but on this "free for all" basis upon which the grain business was to be conducted with the rule removed, dealers could pay owners of grain anything they liked without regard to market values. Half a cent per bushel or services free, it was all the same! While this avenue to reckless competition threatened all commission firms alike, the farmers believed that a special attempt was being made to put The Grain Growers' Grain Company out of business; for they were doing a commission business solely.

It was a situation to test the loyalty of the farmers to the limit, and it is forever to their credit that they rallied to the support of their own company by requesting that in spite of special competition the old rates be maintained; not two per cent. of them favored any reduction. On this basis the Company received sixteen million bushels of grain that year (1909), an increase of more than 114 per cent. over the preceding year and nearly a million and a half bushels more than the volume received in all previous years put together.

Loyal Support Brings Success

This unmistakable answer of the farmers marked a turn in the tide towards a lasting success for their company. Each year has seen The Grain Growers' Grain Company improving its financial position, increasing its reserves and membership, broadening its resources and enlarging its sphere of usefulness to the whole farming community. While at all times this farmers' business organization has been forced to meet the keenest of competition--some of it unfair--it has attained high status in the world of commerce on its merits as a sound business institution. It has established beyond all question that the farmer

can succeed in business as well as on the farm, and that to work out his own destiny his earnest co-operation with his fellows alone is necessary.

Without the loyal support of the farmers of Western Canada this Company never could have won its way through the thicket of difficulties with which it was beset. Without the unselfish devotion of its leaders and their wisdom in planning ahead, it never could have become a power for good, because many of its fighting muscles would have been undeveloped, if not overlooked entirely.

Wise Leadership

In the choice of executive heads for The Grain Growers' Grain Company the farmers have been fortunate. The energy and enthusiasm which fired the Company's first President in the opening year was a priceless asset; only those who fought shoulder to shoulder with E. A. Partridge can appreciate the full extent of his services. In fact, it was this outpouring of himself in the struggle which finally forced him to retire in favor of a younger man. The wisdom which he showed in choosing his successor in office has been more and more apparent as the years have passed; for in T. A. Crerar the Company discovered the right man for the tasks ahead. Before the end of the first year he was elected President and for the past year and a half has been General Manager of the Company as well.

The Assistant General Manager is J. R. Murray, who started with the Company as a clerk.

The other members of the Executive are: John Kennedy, Vice-president; John Morrison, second Vice-president, and John F. Reid, Orcadia, Sask. Mr. Reid has occupied a prominent place in the affairs of the Saskatchewan Grain Growers' Association, for many years being on the directorate. Mr. Morrison has been a director of The Grain Growers' Grain Company since 1912. Mr. Kennedy was one of the original officers of the Company, and from the beginning he has been a loyal and conscientious



MR. MURRAY

worker in the interests of the farmers. It was John Kennedy who proposed that the Executive pledge their personal property to save the Company and continue the fight when the Exchange suspended them in 1906-7. His courage and faith, his tireless energy and fighting spirit—these have chalked up a debt to Mr. Kennedy that

can never be repaid in full.

It is possible that many farmers in the West, even some who are shareholders or have done business with this Company, may not fully realize the size and scope of the Company's facilities for giving the greatest measure of service that can be had in the grain trade to-day. In ten years that service has gone on from one improvement to another until every detail has been perfected and in the pages which follow will be found brief descriptions of various departments into which the Company's organization has been divided. The limits of space make it impossible to deal very fully with the work of these departments; many booklets of this size could be filled from cover to cover. The Company has on file thousands of letters and other proofs of the money satisfaction obtained by farmers in Saskatchewan, Manitoba and Alberta because they shipped grain and live stock to The Grain Growers' Grain Company or purchased farm machinery or farm supplies through this farmers' co-operative agency.

Aside from the direct saving in dollars and cents, it is good for a farmer to know that his business is being carried through speedily and thoroughly, his best personal interests guarded at every turn by fellow farmers who know what to guard against. It is good to feel that the highest possible prices will be obtained for what is sold, and the best quality and value in what is to be bought. When the farmer does business with The Grain Growers' Grain Company he can be sure positively that the single aim of the whole Company is to give him the largest measure of satisfaction throughout—that at all times he will get full value and a square deal.



MR. CARTWRIGHT

ADVICE Grain Growers' Grain Company," a farmer wrote on a bill of lading at Rosser, Manitoba, in September, 1906, and when that first car of grain rolled into Winnipeg the work of this department began. At that time, and for some years thereafter, the handling of farmers grain on commission was the total of the Company's business—the immediate object for which it had been started and the foundation stone upon which the farmers fought for a business existence.

Ten months from the time that first car of grain arrived the books showed that a total of 2,340,000 bushels had been handled by the valiant little company. The second season saw the volume of grain more than doubled—4,990,541 bushels, to be exact—while on June 30th, 1909, when the Company checked up its third year's business, the total volume was 7,643,146 bushels.

Progress

Jumping to the season which ended August 31st, 1916, the Grain Commission Department handled 30,001,015 bushels of grain, not counting an additional eighteen million bushels handled by the Country Elevator Department. These figures spell six million bushels for every letter in the word PROGRESS.

Forty-eight million bushels is a mighty river of grain. They used to laugh at E. A. Partridge when he dreamed of it in 1906 as a possible future volume of business for The Grain Growers' Grain Company! Yet to-day it is a reality. Those who laughed probably pictured this great avalanche of grain pouring down sud-

denly upon the officers of the Company and a few devoted clerks who could strive frantically to cope with it only for one brief, ridiculous moment before they would be smothered utterly in its depths. They failed to realize that such a wonderful growth in the volume of business would not be reached in a single leap, and that the Company's means for taking care of it would keep pace with the requirements.

These means, too, are a reality to-day. Whereas only four men were connected with the handling of the first season's consignments, it takes the close attention of sixty-eight employees to meet present demands. Each man's work contributes to the high state of efficiency for which The Grain Growers' Grain Company has become noted in handling grain consignments for farmers. The Company has earned this reputation by honest effort to improve its direct service to the individual farmer in every way possible. Every incident in past experience has been studied carefully to see wherein improvement might be made; so that in the course of time a system has been perfected that guarantees satisfaction to the shipper.

The Service that Counts

It is worth while for every farmer to give careful thought to this matter of service. He may not be fortunate enough always to have straight grades for sale, and there are no less than fifteen different grades with 1 Northern as a basis—ranging from "No Grade 1 Northern" and "No Grade 1 Northern Damp" right down to some such complication as "No Grade Damp Smutty Rejected 1 Northern Mixed with Heated." To discover a buyer for a grade like this without costly delay and at the top price for such grain—

that is all a part of the day's work for the salesmen of The Grain Growers' Grain Company. These men are chosen for their reliability and experience; it is their sole duty to sell every car of grain entrusted to the Company's care, and to sell it as if they themselves were the owners and needed every last cent of profit that could be got out of it. It is cash service which counts.



MR. KENNEDY

There are two men constantly at this particular work. Picking a day at random, the records show that last July the total sales of all grains on that single day amounted to 424,760 bushels. The fact that the quantities handled are large does not make the business more difficult to handle; on the contrary it increases the number of individual shippers who wish to sell at the same time and this enables the Company to bulk the grain in selling, thereby obtaining for its shippers the highest prices and better premiums which go with large sales. Also the Grain Commission Department is able to assign the members of its staff to detail duty so that they have become experts in performing their own particular work.

Here comes the boy with the mail for this Department—sometimes from 300 to 400 letters in a day. Most of these will refer to shipments of grain, but the Department is liable to be asked to find a market for all sorts of farm produce and must be prepared to give full information where possible on all manner of subjects. Telegrams are being rushed in at all hours from farmers who want to know the latest market quotations. The telephone is busy all day long with similar requests. One man gives his whole time to supplying this up-to-the-minute information, keeping in constant touch with the market. The answering of mail is entrusted only to correspondents with wide experience.

Prompt Attention

The same day that a shipping bill reaches the office a letter acknowledging it is mailed, and whatever advance has

been asked for is enclosed to the shipper direct or is sent to his bank for his credit, according to instructions. Sometimes the Company is asked to settle some account for the shipper, either as an advance against his shipment or out of the final proceeds. His wishes are carried out cheerfully in every particular.

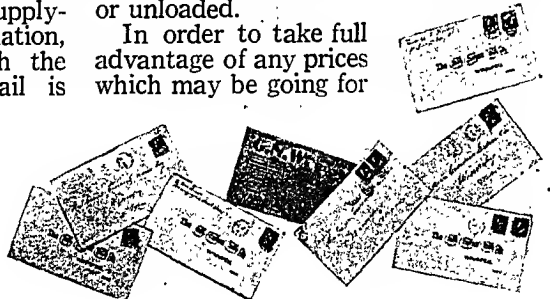
The minute that the Grain Commission Department learns the grade from the Government Inspection Department the information is passed on to the shipper. No delay is permitted in sending on information. When a car is unloaded at the Terminal the out-turn weight is sent to the shipper at once.

A farmer's grain is sold exactly as he instructs, and on the day of the sale he is notified what price was realized. This service carries the Company's guarantee that any financial loss from error on the part of the Company will be made good to the shipper immediately that the matter is brought to the attention of the Department.

Each shipper receives a clear statement of the sale of his car the same day that delivery is made to the purchaser, and attached are the Government Weight and Inspection certificates, railway expense bill, etc. It is very easy, therefore, for the shipper to check up every detail of the transaction. The proceeds of the grain are sent at once by cheque, bank draft or currency, as the shipper may desire.

The Company is always willing to make bids by wire or telephone for grain loaded on track. If the shipper wishes it, he will be advised as to the value of the grain when it is inspected or unloaded.

In order to take full advantage of any prices which may be going for





those shippers who may have cars unloaded right up to the close of navigation, the Company has its Terminal elevators wire the out-turns if prices are favorable.

Shippers are always kept advised as to market conditions, and if the daily Market Letter, issued by the Company, does not cover this, a special letter is written to each shipper.

In the matter of tracing cars the Company is able to make itself very useful to its shippers. There is a special staff for this work alone. If a car fails to arrive in Winnipeg sharp on time, or is not reported unloaded at the Terminal Elevator as soon as it ought to be, the Tracing Department is after the railway company to find out why there has been delay, where the car was reported last, etc. The railway is asked to rush it and the shipper is notified at once.

Saving Money for Farmers

If out-of-condition grain happens to have been shipped, even a slight delay may mean hundreds of dollars to the farmer, especially in warm weather. During last June, July and August The Grain Growers' Grain Company received 626 cars of out-of-condition grain, and the savings to shippers by reason of the quick service given amounted to many hundreds of dollars. At one time 150 cars of this grain were reported on hand at Fort William or Port Arthur, the congestion in the railway yards having prevented unloading. The Company rushed down a man with special experience in railway

Grain Sales Section

matters and his instructions were to stay right there until every car was unloaded or definitely cared for by the different elevators.

In addition to these various services, this Department straightens out many difficulties due to mistakes on the part of the shipper. Wrong car numbers, even failure to forward the bill of lading, are frequent causes of delay. In many cases the company has been able to assist shippers, through its Traffic Department, in securing cars in which to ship their grain.

The Grain Commission Department handled shipments last season for more than 11,000 farmers, from Eastern Manitoba to the Rocky Mountains and as far north as the Peace



The Long-Distance Phone is in Constant Use

River district. No matter where the farmer lives or what his special requirements may be he will find the same earnest effort to protect his every interest when he consigns his grain to this Company.

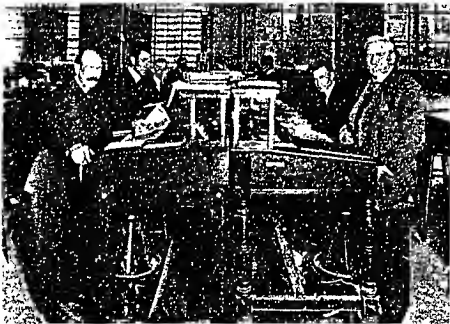
SAMPLING DEPARTMENT

Every car of grain passing Winnipeg to the advice of The Grain Growers' Grain Company is checked up to see that the shipper gets the right grade for his grain. Through the Sampling

Department the Company calls for re-inspection wherever there is any doubt. The importance of this work is shown by the fact that during the season of 1914-15 shippers were saved the sum of \$9,336.66, and in 1915-16 the sum of \$14,796. In a season of low grade grain where there is a wide difference in the prices of the lower grades, the value of this service is even more marked; for already by changes in grade (during September, October and November, 1916) the Company has saved its shippers \$8,708.83. In one case the change of grade from No. 6 to No. 5 wheat saved the shipper \$259.21. Surely this is service which is worth while.

Many farmers throughout the Western provinces are acquainted personally with James Massie, who has charge of the Company's Sampling Department. They know that for several years prior to joining the staff of The Grain Growers' Grain Company he had been identified with the Government Inspection Department. They know that he is recognized as one of the most competent judges of grain on the continent, and that his assistants likewise are men of experience.

Besides checking the grading of shippers' cars from the Government Inspector's sample—duplicate sampling is not allowed now—the Sampling Department carefully grades any sample which the owner sends in for the purpose. The first three months of this season saw 862 of these samples. In each case the owner is advised as to the result and, if he so wishes, the value of his grain on the market at the time.



Making out Daily Settlements on Farmers' Cars

CLAIMS DEPARTMENT

To collect from railways the different kinds of claims which arise in a season in connection with grain shipments requires expert legal assistance. With the idea of extending the fullest measure of protection to its shippers, The Grain Growers' Grain Company obtained the services of A. S. Morrison, who formerly practiced law at Souris, Manitoba. Claims which the farmer had come to believe were uncollectable, prior to this wise move, are now collected.

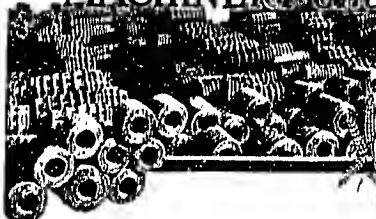
The Company does not wait for a farmer to advise of his trouble. If the report from the Board of Grain Commissioners' staff at Fort William or Port Arthur indicates loss from leakage in transit the shipper is advised instantly of the evidence which he must supply in order for the Company to enter claim against the railway.

From September 1st, 1913, to August 31st, 1914, a total of 525 claims were collected, amounting to \$30,194.72, while in the season ending August 31st, 1916, there were 426 claims, totaling \$32,421. Of the 525 claims collected in 1913-14, which may be taken as an average season, 264 were on account of loss in transit, and to them must be added 19 claims for entire shipment value because cars were wrecked. Of the remaining claims 94 were for freight overcharges, and 148 for car doors. The shipper who has to furnish car doors is allowed a total of \$3.00 by the railway for each door; but before the refund can be secured a claim must be entered. In addition to the claims mentioned the Company dealt with several hundred complaints and enquiries in regard to shortages, these being disposed of satisfactorily without the necessity of filing claims against the railway.

During November of the present season this Department collected \$14,-874.73 for cars wrecked in transit.

The Claims Department is sometimes asked to handle other claims than those pertaining to grain shipments. It is always glad to widen its service to farmers in this way and all requests receive prompt attention.

Co-Operative Supply, MACHINERY and LUMBER DEPARTMENT



MR. SCOTT



IN five years the farmers of Western Canada had such practical proof of permanent success in marketing their own grain through The Grain Growers' Grain Company that the co-operative spirit spread rapidly among them. They began to realize that they were losing as much in their methods of buying farm supplies as they had been losing formerly in marketing their grain. They listened eagerly to the Company's plans for testing this new field, for brightening up the buying side of their hard-working dollars, and thereby fastening a poke on high-jumping living costs. It was the next logical step forward.

The Grain Growers' Grain Company began its experiments in 1912. The farmers led off by acquiring a timber limit in British Columbia with the idea

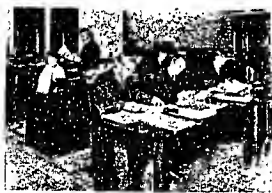
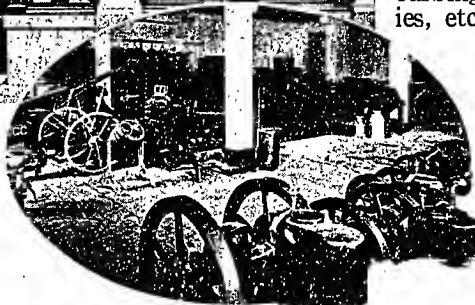
of putting in their own saw-mills eventually to supply building materials on the prairie. A small flour mill was leased in Manitoba and the Co-operative Department was opened with the manufacture and sale of over 130 carloads of flour at a saving to the farmer of fifty cents a hundred. The milling companies' prices dropped. This Department next got in touch with the Ontario Fruit Growers' Association and sold over 4000 barrels of apples to Western farmers, who got them at the Eastern growers' carload-lot price plus freight, and a small commission of ten cents per barrel. Coal in carload lots—over a hundred carloads in the first month—followed. Then lumber manufacturers were approached for lumber by the carload at a saving to the farmer of several dollars per thousand feet.

The Experimental Stage

In 1912-13, still experimenting, The Grain Growers' Grain Company added to the list of commodities—fence posts, woven fence wire, barbed wire and binder twine. Following these came other staples—cement, plaster, sash and doors, hardware and other builders' supplies; sheet metal roofing and siding, shingles, curbing, culverts, portable granaries, etc.; oil, salt and other mis-



Branch Office and Warehouse at Calgary, Alberta



Lumber Dept.—Estimating Cost, Designing and Planning Buildings for Farmers

collaneous supplies; finally, in 1914-15, farm machinery of all kinds, scales, sewing machines, washing machines and even typewriters. Of binder twine alone nearly seven million pounds was handled during this season. Co-operative purchasing now became a regular feature of the Company's business, for while at first it was not much of a financial success the opportunity to serve the farmers was too great to be neglected.

But while all this reads very smoothly and sounds quite easy, back of the achievement lies a wilderness of difficulties overcome and threatened obstructions removed. The pioneer trail has not been blazed without energetic blows and flying of chips. In fact, it is only during the past season that the Company has come out finally into the clearing and can look ahead to complete and unimpeded service to the farmer in this Department.

All Obstacles Overcome

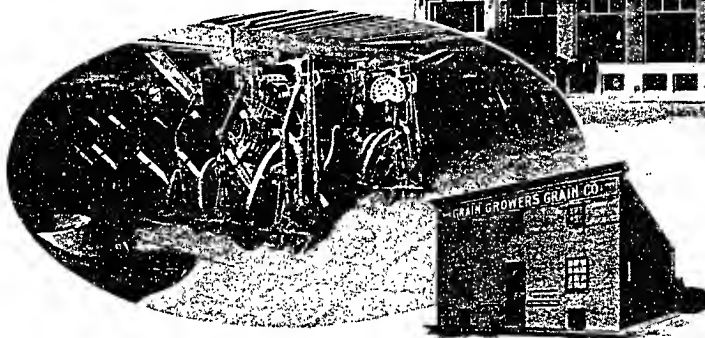
For instance, right at the beginning, the Company found itself shunned by manufacturers, especially those in Canada. With retail connections established, the latter were afraid to risk doing business on a direct-to-consumer basis. This was a situation which could be relieved only by growth in the volume of the Company's co-operative purchasing, and to-day the manufacturer assumes a somewhat different attitude in most cases.



MR. WHITE

Again, there has been opposition to the development of co-operative trading from certain Canadian manufacturers with considerable influence at Ottawa. The Grain Growers' Grain Company reached the conclusion last summer that discrimination was being made against this farmers' company by the Department of Customs. Commodities which the Company was importing from the United States were being appraised by the Customs authorities at prices so far in excess of actual cost that the duty ran as high as 78% in some cases, whereas the regular tariff rate—war tax and all—was only 27½%. In fact, the average rate of duty which the Company was actually paying worked out at more than 50% on these goods.

Why? That was what the Company proceeded to find out. The President and the Manager of the Co-operative Supply, Machinery and Lumber Department went to Ottawa and laid their case before the Board of Customs.



Above—New Warehouse at Winnipeg.

Left—Branch Warehouse at Regina, Saskatchewan.

Farmers in Business for Ten Successful Years

In almost every particular the Company's wishes were met, and as the Board's ruling was made to cover back business, the Company has been able to collect large sums previously paid to the Customs in the form of dumping and excess taxes.



MR. GOUGH

When the farmers asked the management of The Grain Growers' Grain Company to go in for co-operative trading in farm supplies it is very doubtful if one in a hundred understood the size of the order. It meant establishing an entirely new business—not just a retail store, but a complete wholesale business organization with the entire West for its territory. Aside from the large capital involved in the undertaking, such a business can be built up to smooth-running perfection only by patient study of the special conditions which it is called upon to meet. Only by actual experience, by careful and practical test of method, can the best system be evolved. Even then there remains the necessity of co-operation on the part of the farmer afield if there are to be no mistakes or delivery delays.

New Distribution Methods

Thus, in the past, the method of shipping direct from the factory has led to disappointment on occasion. It left the Company too dependent upon the manufacturer's ability to make delivery of goods ordered. Unusual conditions, such as the famine in the steel and iron trade, affect the manufacturer and make it necessary for him to order his raw material many months in advance of requirements.

These and other things have led The Grain Growers' Grain Company to seek different distribution methods. The large up-to-date warehouse which has been built at Winnipeg, and also the Company's warehouses at Regina and Calgary are now stocked with large supplies of machinery and other commodities so that orders can be filled the same day that they are received. The Grain Growers' Grain Company is in a position now to give a service which cannot be improved upon even by concerns

which have been in the field for many years. Contracts with manufacturers are being made so far in advance that there will be no question of ample supplies at the proper seasons to fill all orders promptly. For instance, the contract for the 1917 supply of binder twine was placed last October; some of this twine already has reached the

Head of the Lakes, and as soon as navigation opens more will be coming.

MACHINERY DEPARTMENT

A wide range of machinery with uniform quality second to none—this has been the constant aim of The Grain Growers' Grain Company in its Machinery Department. Every piece of machinery which the Company handles has been made the subject of careful selection. The object has been not merely to meet competitors with "just as good" implements and machinery as they can show, but to surpass these altogether in usefulness and wear.

The new policy of carrying a full stock of supplies at the Company's different warehouses has been welcomed by the Machinery Department especially. Many thousand dollars' worth of repair material is being carried now in each province in the Company's own warehouse; so that the service which the farmer is getting in connection with his machinery purchases is highly satisfactory.

The staff in this branch of the Co-operative Department are thoroughly familiar with all lines of farm machinery and particularly expert in handling gasoline and kerosene engines.

LUMBER DEPARTMENT

Besides straight lumber, this section of the Co-operative Supply Department handles cement, plaster, bricks, gravel, etc.; millwork, sash and doors, builders' hardware; barn equipment of all kinds, such as hay slings, barn door tracks, stable stanchions, etc.; sheet metal, corrugated iron, paints, building paper, roofing, etc. A full supply of all these lines has been arranged for 1917, and a special Lumber and Builders'

Supplies Catalog is just ready for distribution.

One of the features of this catalog is a large assortment of plans for farm houses, barns, silos, stables, granaries, and also for churches and country school-houses. These are expected to prove of distinct value to many farmers. In fact, the need for service of this kind has led the Company to establish an Architectural Department which is prepared to supply special plans and specifications for buildings of all description. This work is done by an expert draughtsman who with three other men comprise a staff with complete knowledge of all building and construction details.

The same high efficiency applies to the entire Lumber Department, to the Machinery Department, the Supply Department, the Accounting and the Adjusting Departments—in short to every branch of the Co-operative Department. The total number of employees is forty-five, each with a thorough grasp on the work demands, and that knowledge which comes only with practical experience.

No farmer, therefore, need hesitate to order from the catalog of The Grain Growers' Grain Company under the impression that anything will go wrong. No machinery company, no retail lumber merchant, can muster a more complete service or guarantee better satisfaction.

Saving by Paying Cash

There is one feature of the Company's business methods which deserves a very special mention in these columns: that is the fact that all business is done on a cash basis. Prior to the advent of this farmers' business organization the possibility of saving money by paying cash for everything was not properly understood by the average farmer. It was so easy to "just charge it" that opportunities for unjust charges crept into all his transactions, and sufficient unto the day was the evil thereof! The result was a tendency to carelessness, to wastefulness and an extravagance which the farmer ill could afford.

His eyes were soon opened by The Grain Growers' Grain Company. He was given a practical demonstration of

the big saving that could be made on an article by paying cash instead of taking credit. The farmer who did not have the ready money saw where it would pay him to borrow it from the bank in order to pay cash for everything. The banks endorsed this; for it was sound business.

The Co-operative Supply Department has educated the farmer along these lines and therein. The Grain Growers' Grain Company has performed a distinct service to the farmers of the West which is not to be passed over lightly.

The B.C. Timber Limit

On page five will be noted an illustration of the British Columbia timber limit acquired by this Company in 1912. It will be remembered that at one time the report was circulated that this limit was not as valuable as it was reputed to be at the time of purchase; also that a special committee of directors—Messrs. Morrison, Reid, Collyer and McKenzie—visited the holding for the purpose of learning its real value.

Not only was the special committee entirely satisfied with their investigation of this timber; they were enthusiastic about it. From the operating standpoint its location is beyond improvement. The estimate of the Company's cruiser, who is also fire guardian of the property, was that the limit contained 222,000,000 feet, and this the special committee considered well within the facts. Judging by the quality of the timber, they were satisfied that its valuation in the Company's books was more than covered. From the first the Company has looked upon this investment as a distinct asset and the farmers who own it have every reason to congratulate themselves.

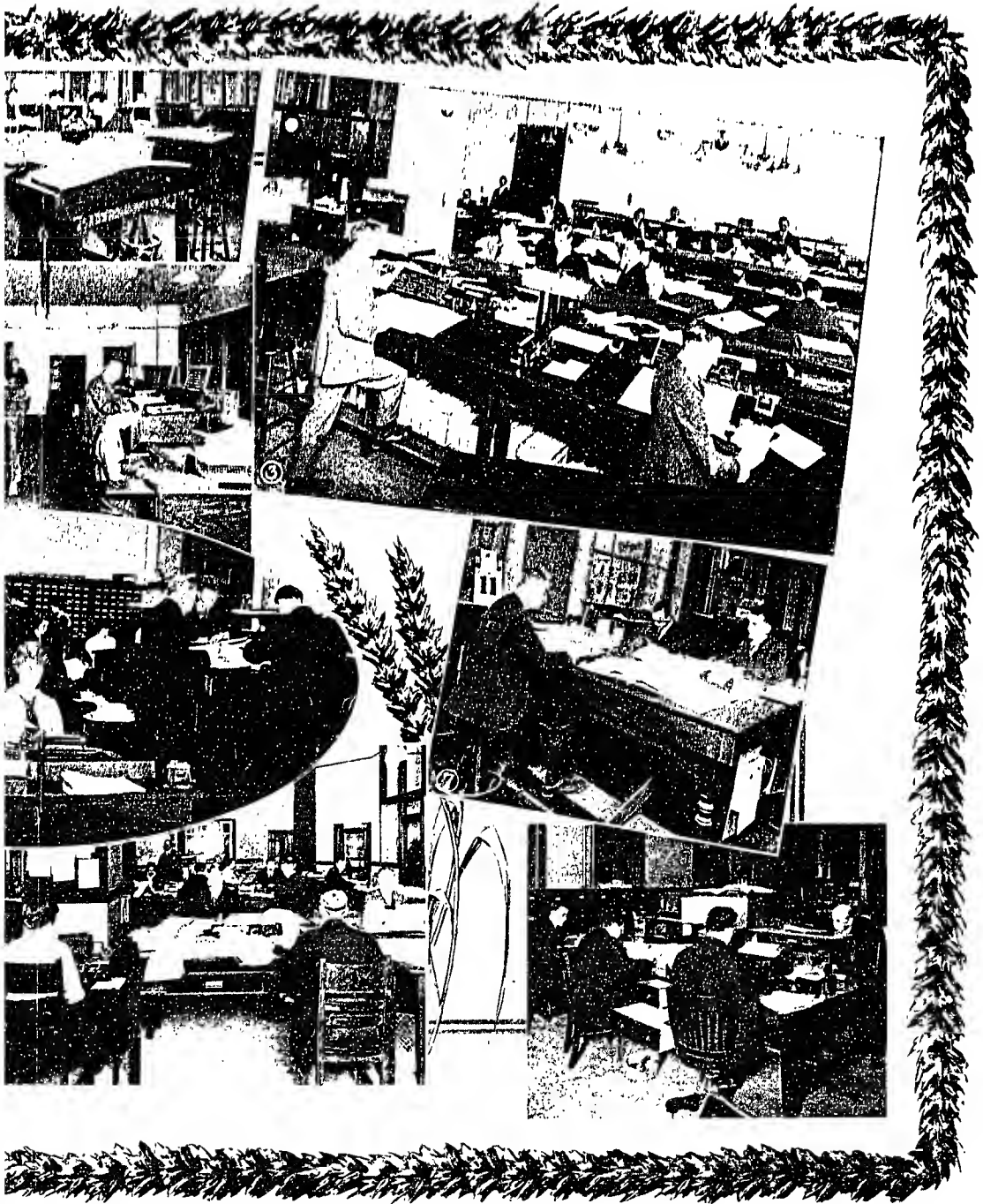


Special Committee at Timber Cruiser's Shanty



A FEW SCENES IN THE HEAD OFFICE OF T

- (1) Part of Commission and Country Elevator Depts.
- (2) Part of Country Elevator Department
- (3) Accounting Department
- (4) Terminal Elevator Department
- (5) Claims Department



OF THE GRAIN GROWERS' GRAIN COMPANY

- (6) Organization Department
- (7) Recording Track Purchases
- (8) Sampling Department
- (9) Co-operative Supply, Machinery and Lumber
- (10) Acknowledging Receipt of Shipping Bills

COUNTRY ELEVATOR DEPARTMENT



MR. SMITH



THE handling of farmers' grain on commission had been going on for nearly six years before The Grain Growers' Grain Company undertook to manage a line of country elevators. The farmers had been agitating for Government ownership of internal elevators with no idea except to improve the existing conditions. After a trial, however, the Manitoba Government came to this farmers' company and said, in effect: "We've lost money on this proposition. We tried it out to please you farmers, but you're still dissatisfied. Try to run 'em yourselves!" And because the need for improvement in the service which farmers were getting at country points was very great, The Grain Growers' Grain Company took over the Government's line of elevators and upon that foundation was built the present Country Elevator Department.

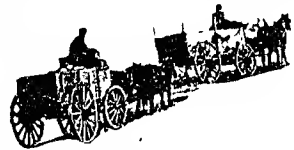
The Company was not enthusiastic over the prospect of converting the elevator failure into immediate financial success. When control of the system was finally handed over late in August, 1912, the elevators generally were found to be out of repair and some of them had to be discarded. Others were so poorly located for business that they never could be expected to pay expenses, let alone show a profit. The Company found itself with only three or four weeks in which to prepare for the season's crop—to make repairs, secure competent managers, travelling superintendents and office staff. The time

was too short for proper organization and the results of the first season (1912-13) scarcely offered a fair test.

Improving Conditions

But even with conditions about as bad as they could be, the effect of the farmers' entry into this field was to be noted at competing points. Prices for street grain went up. Line elevator companies began asking the farmer for his grain instead of merely permitting him to place it in their elevators. The farmers were quick to note this and they found their way to the Company's elevators with grain and faith in the future. Eight million bushels of grain were put through the elevators that season. While this was not enough to balance the expenses, the Directors felt that they were justified in sticking to it; for it was the improvement of conditions they were after and it looked as if they had the solution.

The farmers wanted wider acceptance of special binning privileges. They were not satisfied with the spread between the prices paid for carloads of grain in store at the lake front and those paid for street loads at the elevators. Some complained of the same old trouble of loss in weights, over-dock-age and under-grading. They asked



The Grain Growers' Grain Company to continue operating country elevators.

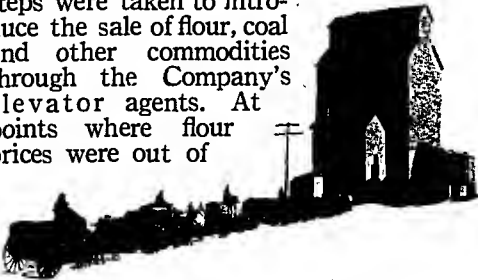
The season of 1913-14 was more successful. Both office and country organization were better, equipment improved and the farmers re-



ceiving more efficient service than they had yet enjoyed. But the Company felt that it was still falling short of the ideal it had in mind, although these two years of experiment had not been in vain. Prices had risen and in the matter of special binning the service given was genuine, not just a privilege granted as a last resort to secure the farmers' business. Nearly three-quarters of the Company's country elevator business was the handling of special binned grain and on this business the farmer received the same careful protection as was given him when he shipped through the Company's Grain Commission Department. This, it will be recalled, included checking of grades by experts, collecting of claims from the railways, placing of cars and making advances on bills of lading received, etc.

Co-operative Supplies at Elevator Points

During this season also the first steps were taken to introduce the sale of flour, coal and other commodities through the Company's elevator agents. At points where flour prices were out of



proportion flour houses were erected by the Company with great success. At other points coal was stocked and the Company's agents began arranging for carload shipments and looking after proper distribution among the farmers of the locality, thereby saving the farmers from \$2 to \$3 per ton. This was the beginning of the Company's co-operative supply business at elevator points.

In spite of bad crop conditions the season of 1914-15 was again successful for this Department. The Company's elevator operators gave special attention to enlarging the co-operative lines at elevator points with the result that the sale of flour, coal

and several other commodities was increased greatly. Although the amount of grain handled through the elevators was small, the organization was now so good that a small profit of about \$10,000 was realized.

Letters of Praise

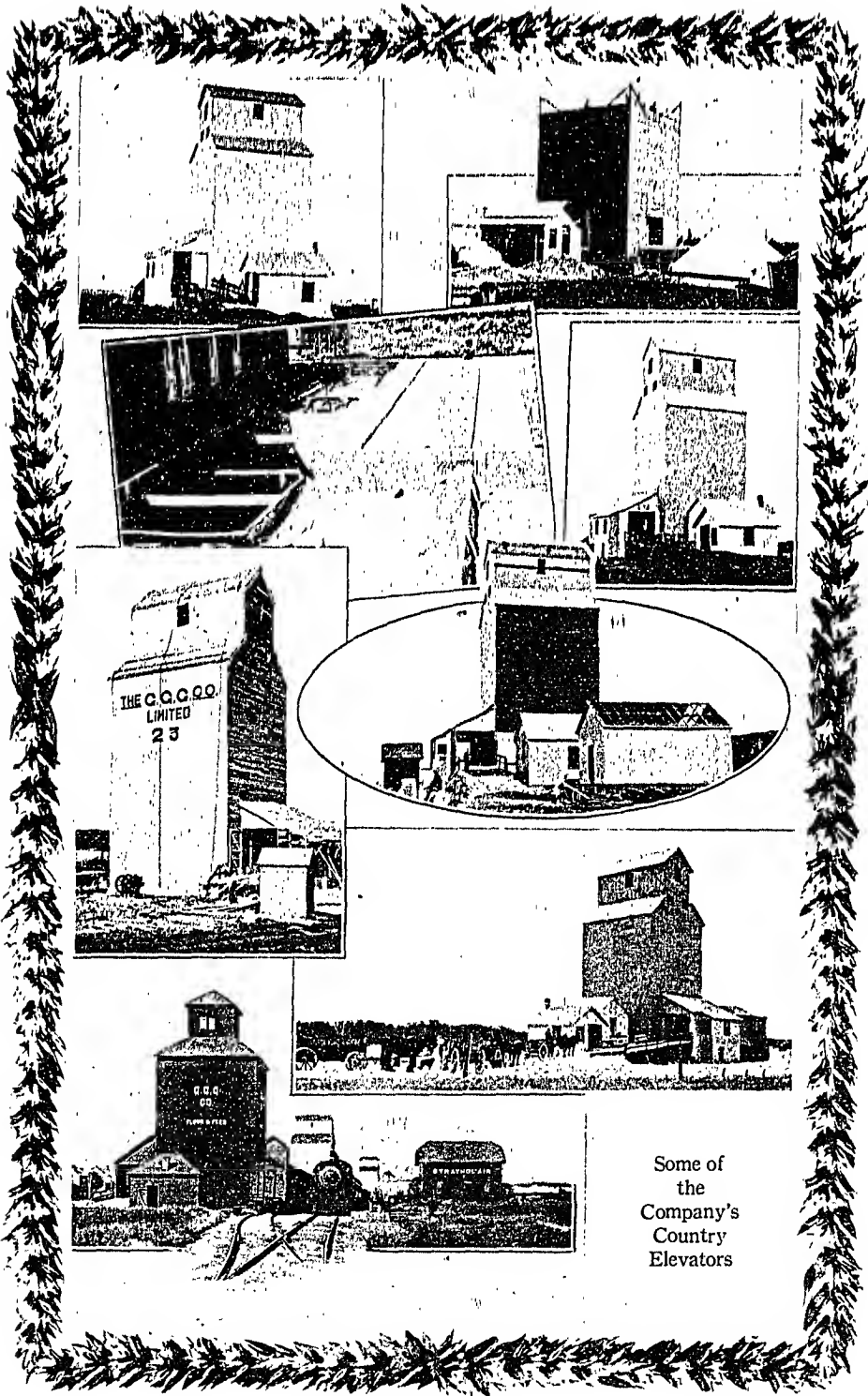
The year that now followed (1915-16) found The Grain Growers' Grain Company with its line of elevators well equipped and manned for the fullest service in handling the large crop. At 120 points its elevators took care of fifteen million bushels of grain, and the elevator agents handled another three million bushels over the loading platforms. The letters which came in to the Company's office from different points, in praise of the service which had been given the farmers, were very encouraging. The co-operative supplies this year consisted of flour, coal, some machinery and binder twine, the latter in considerable quantities; a few agents have proved beyond doubt that such commodities can be united with the grain business and handled successfully.

Since taking over the operation of the Government elevators, The Grain Growers' Grain Company had erected or purchased an additional fifteen elevators of its own. The Company was also operating six farmers' elevators the officials of which felt that better service was to be had from this Company. The fact that these farmers' elevators, originally planned as independent concerns to make competition at a point—the fact that they approached The Grain Growers' Grain Company to secure better service than

other commission firms could offer is significant; for these other firms were eager to handle this business.



The Company's Elevator at Woodnorth, Manitoba.



Some of
the
Company's
Country
Elevators

Owing to the class of its elevators, providing as they do for special binning, and to the development of its co-operative supply business through these elevators, the Company is justified in believing that the service which it can render is exceptionally desirable to farmers in any community.

Future Policy

A much more rapid extension of its country elevator system is planned for the future. This year 25 or 30 elevators are being built in Saskatchewan and Manitoba.

The Company builds only at points where the farmers request Grain Growers' Grain Company service and are prepared to take an active interest in supporting the elevator. At the request of any farmers who are interested in securing this service for their point the Company will be glad to advise as to the requirements.

The size of the standard elevator which the Company builds is 32 x 33 feet on the ground, with 50 feet of cribbing and a capacity of 30,000 bushels, with a good, substantial concrete foundation and divided into twenty bins, seventeen of which can be used for special binning under almost any conditions. All bins are full hopped.

The machinery comprises a twelve horsepower gasoline engine, wagon scales, hopper scales, man lift and the latest and most up-to-date wild oat separator.

The receiving pit from the wagon scale is large enough to hold two large loads of wheat and empties into two legs, each with a capacity of 2,500 bushels per hour, carrying the grain to the top of the elevator.

The cleaner is installed above the work floor and has a capacity of from 400 to 600 bushels per hour. This cleaner has given good satisfaction in separating wild oats from the wheat as it makes almost a perfect separation. The by-products from the cleaner are spouted for bagging purposes on the work floor and can also be discharged into a small bin in order to load a wagon through a spout in the driveway.

The engine room being located in front of the driveway leaves a space on

both sides of the elevator for a 16 x 24 foot flour house and a 20 x 30 foot machinery shed. This makes a very convenient layout of the several buildings, all located on the property of the elevator lease.

The covering of the building on the outside is all galvanized iron.

Faulty service at any of this Company's elevators points is not tolerated. Farmers have been urged to advise the office at once if there has been any dissatisfaction in service. Every report of this nature is investigated promptly and the agent removed if his actions warrant.

The Company has recommended to the local Grain Growers' Associations that a local board of three to five members be appointed to work with the local agent in an advisory way. Any local grievances which may arise can be dealt with by this Advisory Board and the closest co-operation maintained with the head office of the Company. At some points this suggestion has been followed, giving great satisfaction to all concerned. The Company stands ready to work with all local associations along these lines, and asks those who have not taken action yet to consider the wisdom of doing so.

Samples of machinery and other goods are being placed at many elevator points for the purpose of improving still further the Company's service to the farmer. The use of its country elevators in this way has seemed to The Grain Growers' Grain Company to be a distinct advantage. It gives the farmer a chance to see the article he is buying through the Co-operative Supply Department. As business justifies, and warehouse space can be secured, the management hopes to enlarge the stock of samples at many elevator points.

Once more The Grain Growers' Grain Company has proved that it can swing a difficult undertaking to complete success. The Country Elevator Department of this farmers' company is now a valuable branch of the business, well organized, well equipped and eager to contribute a full share in the all-around satisfaction which is guaranteed to those who have dealings with the Company.

TERMINAL ELEVATOR DEPARTMENT



THE Grain Growers' Grain Company has had terminal elevator facilities of its own since 1912 when it leased from the Canadian Pacific Railway a terminal elevator at Fort William with a capacity of 2,500,000 bushels. In addition the Company acquired a small cleaning elevator at the same place, and with an eye to possible developments at the Pacific coast following the opening of the Panama Canal, they also purchased a controlling interest in a small terminal elevator in British Columbia. At Port Arthur a new elevator is now under construction.

All this has been a part of the Company's healthy growth and the advancement of the farmers' policy as exporters of grain. During the first season, 1912-13, the number of cars unloaded at the Company's terminal was 13,511 or a total of 16,254,971 bushels. By 1915-16 the car total had reached 20,291 or 28,436,097 bushels. During the fall, when receipts are heavy, it is customary to unload each day from 125 to 150 cars. This requires the employment of from sixty to seventy men in the elevator, laborers and mechanics.

MR. MCKAY

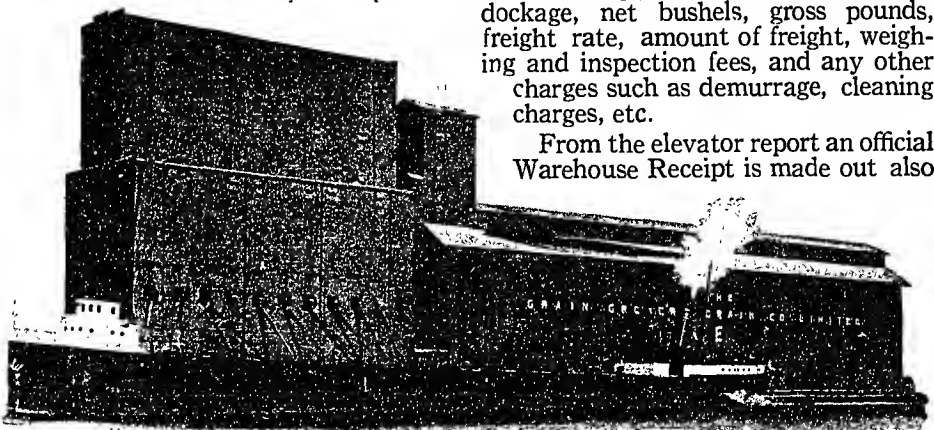
To understand the work of the Terminal Elevator Department follow the handling of a car which is on track for unloading.

How Cars are Handled

The grain is received from the car and elevated to the hopper at the top of the house. The standard capacity of a hopper in a public terminal is 90,000 pounds and, as few cars contain more than this quantity of grain, a carload can be handled at one weighing. The grain is weighed by a Government weighman who turns in his weight sheets to the elevator office; a copy is also sent to the Chief Weighmaster's office, and a third copy is supplied to the railway company. A report is made up in the Company's office to show the car number, grade, dockage, gross weight and net weight of each car unloaded.

From this report, the railway's expense bill showing freight charges, etc., and the weight certificate supplied by the Weighmaster the "out-turn" is compiled. This is the document issued by the terminal elevator, giving full particulars of a car of grain which has been unloaded, date unloaded, consignee, car number, shipping point, gross bushels, dockage, net bushels, gross pounds, freight rate, amount of freight, weighing and inspection fees, and any other charges such as demurrage, cleaning charges, etc.

From the elevator report an official Warehouse Receipt is made out also



Terminals Operated by the Company at Fort William

for each car unloaded during that day. (A day in a terminal elevator begins at 12 noon and closes at the same time the following day, the full twenty-four hours.) Along with the elevator report, two copies of the out-turn and the weight certificate the Warehouse Receipt is sent forward by the Fort William office to the Winnipeg office, reaching the latter on the forenoon of the following day.

As most of the cars unloaded in the Company's terminal are consigned to the Company's order, the Terminal Department hands the original out-turn, along with the weight certificate, to the Grain Department as soon as the papers come to hand. Occasionally the farmer consigns his car to his own advice, in which case the out-turn and weight certificate is sent direct to him by the Terminal Department.

This practice of farmers consigning to their own advice is certainly to be discouraged. The reason is that frequently it happens that the farmer already has sent in the bill of lading and, if he has given instructions to sell when his car is unloaded, this may cause several days' delay, the out-turn having been mailed direct to him. Although a car has been unloaded, it will be well to bear in mind that it cannot be sold as "spot" grain until the Company has possession of the Warehouse Receipt, and the Company cannot secure that document until it gets a copy of the out-turn from which to pay the freight charges.

The Terminal Office now must take the Warehouse Receipt to the office of the Deputy

Registrar to be registered. This office is under the control of the Board of Grain Commissioners. A Warehouse Receipt is not negotiable until it bears the stamp of the Registrar. In the meantime the Grain Department prepares to pay the freight charges, as shown by the out-turn, and surrender the bill of lading to the Terminal Department in exchange for a surrender of the Warehouse Receipt.

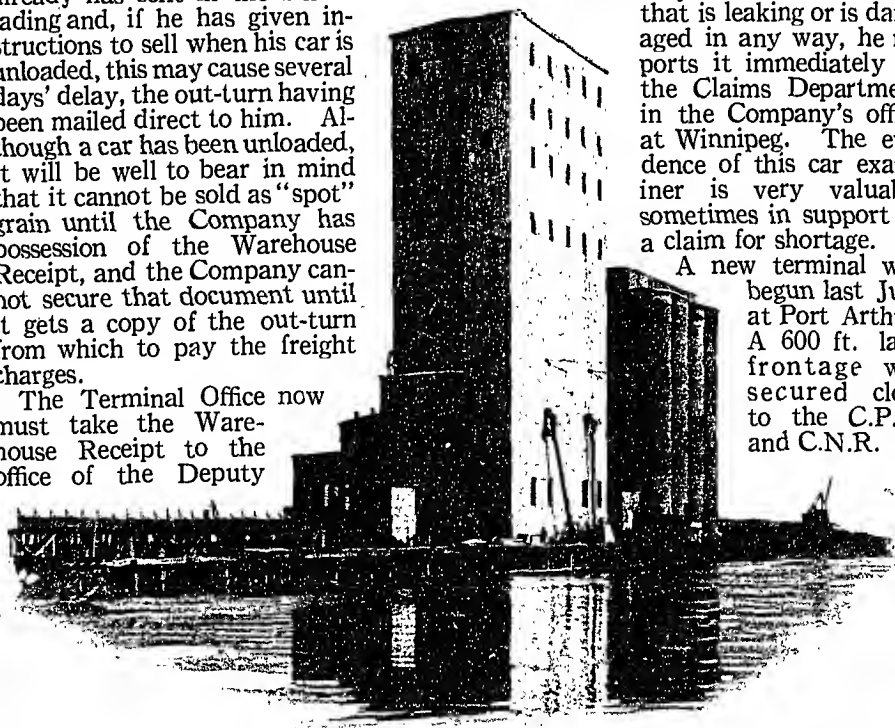
The Terminal Department is responsible to the railway for the collection of all freight charges. These charges range from \$15,000 to \$20,000 per day during the busy season.

The Company Safeguards Shippers

Again with the ever-present purpose of safeguarding its shippers at every turn, The Grain Growers' Grain Company employs a special man of its own to examine all cars arriving on the Company's siding at the Fort William elevator. Although the Government men may have gone over these cars to note their condition, the Company's own employee examines them carefully,

and if he finds a car that is leaking or is damaged in any way, he reports it immediately to the Claims Department in the Company's office at Winnipeg. The evidence of this car examiner is very valuable sometimes in support of a claim for shortage.

A new terminal was begun last July at Port Arthur. A 600 ft. lake frontage was secured close to the C.P.R. and C.N.R.



The Company's new terminal at Port Arthur is equipped with dryer and the latest improved machinery. The storage capacity is 600,000 bushels, workhouse capacity 100,000 bushels and handling capacity 125 cars per day



MR. DUNCAN

YOUNGEST of all though it be, here is a department which is of vital interest. Already the Company is proud of it, for already it has passed from experiment to success. Its importance lies in the lusty promise of its future, it being but a yearling. The development of the live stock industry in Western Canada is one of the great activities to which the earnest student of our country's welfare is pinning his hopes for the years to come, and it is a matter for congratulation that its expansion will find The Grain Growers' Grain Company fully prepared and equipped to protect and advance the interests of the live stock shipper.

In this latest undertaking the Company is carrying out the wishes of a large number of its shareholders who have been impressed by the improvement in the conditions under which they dispose of their grain and by the cash savings achieved in other directions.

This new department was opened last March (1916) with an office at the Union Stock Yards, St. Boniface, Manitoba. Particular care has been taken to place it in charge of the right men; the Superintendent has had many years of experience in raising, buying and exporting live stock, while his first assistant has been selling on the markets of Chicago, Toronto and Montreal for sixteen years.

Gratifying Growth

Although starting at a season of the year when the run of stock usually is very light, and although it took a little while for the far-

mers to accustom themselves to the new system of selling stock, the returns from the Live Stock

Department show a gratifying growth. Not the least of the satisfaction in this is the fact that those farmers who have shipped co-operatively have nothing but praise for the results.

During the six months ending September 1st, 196 cars of live stock were handled, representing a value of \$288,729.41. The two months which followed, to November 1st, saw 301 cars with a value of \$413,613.99. From November 1st to December 1st, 124 cars were received, the value being \$166,253.91. The totals from March 1st to December 1st, therefore, have been 621 cars of stock, valued at \$868,597.31.

The large saving which this represents already has quickened the interest in live stock raising. The reduced rates for cattle which are shipped back for finishing on Western Canadian farms have turned back stockers and feeders which otherwise would have gone south where the bulk of Canadian cattle have been going in an unfinished state in the past. Not a little of the credit for this reduction in rates belongs to The Grain Growers' Grain Company.



Selecting Stockers for a Saskatchewan Farmer

The special connections which the Company has established with the large markets, East and South, have enabled it to steady prices throughout the season on stock consigned to the Company for sale. It is possible for The Grain Growers' Grain Company to give shippers of live stock a service that will net them profits over and above what they have been accustomed to receiving. One thing this farmers' company can ensure—the highest available prices always. Even at this early stage of the Company's live stock operations at the Union Stock Yards, it is to be noted that higher prices have resulted on stock of all kinds, and especially on the higher grades of cattle.

Live Stock Shippers' Associations

In its effort to give the greatest possible measure of practical assistance to the shipper The Grain Growers' Grain Company is not content to provide a staff in this new Department such as might satisfy the ordinary live stock commission firm. In addition the Company has a man whose duty it is to go out through the country to assist the farmers in any locality to organize a Live Stock Shippers' Association. All expenses in connection with this service are borne by the Company. Not only will this expert assist in organizing these associations; he will remain on the spot to help the farmers in making their first shipment. He will show them how to handle shipments to the best advantage. He will show them how to mark the animals of each shipper so that there may be no confusion of

ownership when they reach Winnipeg. In short, The Grain Growers' Grain Company's Special Live Stock Representative is versed in all phases of live stock marketing and live stock conditions in the West; his presence so simplifies things that no community need hesitate to take action in establishing a Live Stock Shippers' Association and thereby reap the direct benefits which will follow.

It is interesting to note that the Company's men grade all stock before it is offered for sale. By properly classifying the animals which comprise a shipment it is possible to make the most of every consignment. This, however, is only one of the gains which the average shipper may overlook but which The Grain Growers' Grain Company preserves for its live stock shippers.

Free Literature

This Department has literature which explains in detail how animals can be marked correctly and how co-operative shipments can be made most satisfactorily. This literature, and any other information which the shipper of live stock may require, will be sent free upon request.

In addition, the Live Stock Commission Department issues a weekly Live Stock Market Letter. This, too, is free to any one needing reliable quotations on cattle, sheep or hogs. Actual sale prices, obtained from the Stock Yards but a few hours before mailing each Wednesday, make these market letters valuable. Not always are newspaper reports on prices to be relied upon.

Have you live stock to sell? Would you like to receive these free Live Stock Market Letters or any other special information? A postcard request, with your name and address, is all that is necessary to obtain from the Live Stock Department a prompt and courteous response.



Sorting Out a Co-operative Shipment

ACCOUNTING DEPARTMENT



MR. MCNAIR

BECAUSE the average farmer has had no chance to become familiar with the details of office management he often has but a faint idea of the many cogs needed to turn the executive machinery of a large business concern.

While the office scenes presented on pages 16 and 17 will give some indication of the busy hive made necessary by the success of the farmers in this business undertaking, only part of the office space is shown.

The office at Winnipeg occupies fourteen thousand square feet of floor space, and in this office alone about 180 people are employed.

As the volume of business grows the necessity of subdividing the work into units and the units into their simplest forms will be appreciated. Thus "systematized" it is possible to arrive at staff requirements, to specialize and concentrate for the greatest speed and efficiency in conducting business through its various channels to satisfactory completion. Making out settlements to farmers for cars of grain sold, for instance, has required the exclusive services of seven men at times, these men working steadily from 8.30 a.m. until 10 or 11 o'clock at night. The day's settlements have run beyond \$450,000 on occasions.

Offices Well Equipped

Take the item of handling mail. A special room for receiving and despatching it has become imperative. It is an ordinary day which does not see 1100 letters, containing 2500 pieces of mailing matter, turned over to the post office. Forty typewriters are clicking away all day long. Last year the main office despatched over 335,000 letters at a postage cost in excess of \$11,000.

The expansion of the business has required a special telephone switchboard at the Company's office to take care of the forty local telephones. On an ordinary day 750 calls or more are put through, many of them being long-distance talks with farmers who are requesting prices or information regarding their shipments.

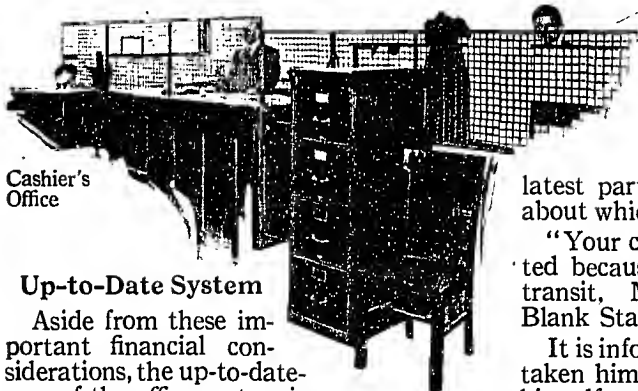
In the Cashier's Department, which handles all money received and all money paid out, 50,000 cheques, each signed by two officers of the Company, have been paid out during the past twelve months. This does not include the 18,000 warrants sent out in payment of dividends to shareholders.

As may be imagined, a large and competent staff of bookkeepers is essential. The Accounting Department is busy constantly with about one hundred books, and to ensure accuracy a staff of auditors, in an office of their own, spend their full time in auditing, analyzing and checking up accounts.

Thanks to the invention of the comptometer and the adding machine, it is possible to handle a large volume of accounts with the utmost accuracy and speed. The comptometer, or calculating machine, works three or four times as fast as the human brain, and eleven of these are used in making the calculations on every invoice, account sale, lumber bill, etc., received or sent out. For adding the endless columns of figures in the books of the Accounting Department five adding machines are continually in use as well.

Not a single item in connection with any of the Company's varied activities is overlooked. The Assistant General Manager can put his finger on any information desired in any department at any time. If it should become

necessary for him to know even how many gallons of ink the Company used during the year, or how many dozen pens or pencils were used this year in excess of last, the man in charge of stationery and office supplies can provide the data at short notice. There is a special vault for such supplies and current records, and in conjunction with it is a large basement vault where all records and vouchers for the business of previous years is stored. Stationery and printing being one of the large expense items, the same strict account is kept of it as is kept of every other loophole for possible wastage of office energies and resources.



Cashier's Office

Up-to-Date System

Aside from these important financial considerations, the up-to-date-ness of the office system is apparent in many directions. Just the other day, to be explicit, a farmer from Emerson walked into the office to find out if his car of grain had been inspec-

ted and what grade it had been given. He had forgotten the car number. The Manager of the Grain Commission Department referred at once to the "Shippers' Card File," which is kept alphabetically under stations and provides a record of every car shipped to the Company by each farmer during the past several years. From among the cards under "Emerson" he picked Mr. Farmer's card and noted the last number shown; this number was not the car number but merely a reference or provisional number. Going to the car leaf book, which contains a leaf or sheet giving all information required in connection with any shipment, the Manager turned over until he came to the page which bore the same number as appeared on Mr. Farmer's card. From Mr. Farmer's car sheet he was able to find the

latest particulars regarding the car about which inquiry was being made.

"Your car has not yet been inspected because it has been delayed in transit, Mr. Farmer. It passed Blank Station on the 15th."

It is information which might have taken him half a day to obtain by himself. The Traffic Department traces all cars shipped to the Company's order which appear to be overdue. Occasionally as many as 2500 cars of grain are in transit at once.

Opening the Morning Mail



Tying Mail in Bundles for the Post Office

Stamping the Evening Mail

ORGANIZATION DEPARTMENT



MR. HAND

IN the days when The Grain Growers' Grain Company occupied two small rooms and its chief officers took turns running messages, the spending of five dollars for postage stamps made the whole staff quake in their boots! How much can happen in ten short years is indicated by the size of the Company's mail to-day. The ordinary mail of 1100 pieces each day is increased on special occasions by circulars and catalogs, the latter running from 10,000 to 60,000.

It is the business of the Organization Department to look after these mailings, to handle all organization activities, all advertising campaigns, all mailing lists, shareholders' files, etc. It is its privilege to let the farmers of Western Canada know what The Grain Growers' Grain Company is able to do for them when they sell their products or buy their needs, whether they happen to be shareholders or are outside the fold. The total list of farmers' names on file in this Department is over 63,000.

The staff employed in this Department numbers from fifteen to twenty, with extra help when the time comes for getting out dividends to shareholders or mailing annual reports, catalogs or circular information.

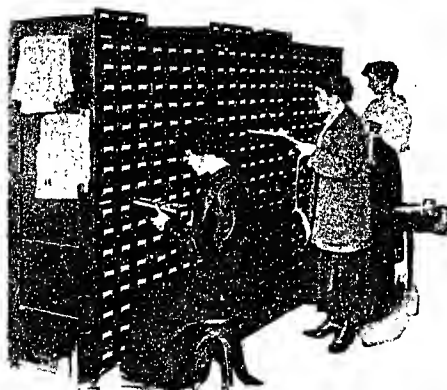
Cash books, ledgers, card systems and metal plates which bear names and addresses are the main equipment with which the staff of this Department does its work. The strip of metal, on which the name and address has been embossed by a special machine for the purpose, is enclosed in a metal frame; there is room in this frame also for a card on which is kept a complete record of the business transacted by the individual with the Company. These frames are kept in drawers, which

hold from 150 to 200 each, and the drawers slide into cabinets. Post offices are arranged alphabetically for

each province and the names at each post office are likewise in alphabetical order. In the shareholders' list the names of wives, sons and daughters in one family—that is, members of the same household—have been removed to separate drawers to avoid unnecessary duplication when mailing circulars, etc. It is such care as this which keeps down expenses to the lowest figure that allows of efficiency.

Mailing by Machinery

In order to provide for a proper classification of those whose names are on record, the upper part of every metal mailing frame carries a number of slits into which small tabs of various colors may be inserted. When addressing envelopes or wrappers by machinery the apparatus has what is known as an "automatic selector"—a little contrivance which may be set to scale to correspond with the position of any given tab on top of the metal frame. As these frames empty themselves through the machine into the drawer again, those which carry the particular tab for which the machine is



Checking Records in Three of the Four Cabinets Containing Over 15,000 Names Each

set come in contact with the automatic selector; so that in a drawer full of miscellaneous classifications, it is possible to print envelopes or wrappers for whatever list of names it is desired to reach. Letters can be sent to those who shipped to the company last year, for instance, or to those who shipped in any of the past five seasons. Mail can be sent to shareholders who have not sent the Company any grain as yet, to those who have shipped grain but have bought no machinery or other commodities, to those who have bought supplies but have not shipped any grain yet. And so on through twenty-five different classifications.

With this machine one girl can address from 12,000 to 15,000 envelopes in a single day, depending upon the proportion of tabbed plates that are being used in the run. Both this addressing machine and the embossing machine (for putting the names and addresses on blank plates) are driven by electricity. From 15,000 to 18,000 circulars can be mailed in one day with possible increases if extra help is called in. Special boxes have been built and a special cart provided for transferring mail to the post office.

True Co-operation

Every shareholder and every man who has done business with The Grain Growers' Grain Company is looked upon as a part of the Organization Department, for it is the advancement

of his interests that is the focus of the entire Company—that is, in short, its reason for being. If he is not satisfied, then the Company feels that it has failed; if he is satisfied with the service given him, then it is desired that he identify himself with the Company in such a way that the greatest benefits will be reaped by him. If he cannot take more shares for himself or for some other member of his household, perhaps he can do something to assist in other ways. Perhaps he can speak to his neighbor. Perhaps there will be many occasions when a good word, spoken truly, in favor of this big farmers' company will mean an increase of business, of prestige in the locality.

That is the sort of co-operation which means most and by which future success must be measured. It has been the constant aim of the Directors and the management to undertake anything which tends to protect the interest of the farmer. It is a policy which enabled The Grain Growers' Grain Company to become the great instrument in improving conditions under which the Western farmer markets his grain until the old abuses seem almost like a bad dream. The aims and purpose of the whole Grain Growers' movement in the West have been kept in view by the Company's leaders. It has been their earnest wish to work in closest harmony with the various allied organizations for the greatest possible good to the greatest number.

The Company's Broad Viewpoint

It must be remembered that the Grain Growers' Grain Company's success prepared the way for other farmers' business organizations—that the battle was fought and won not only for itself, but for all other farmers' companies which might enter the field later on.

The success which this farmers' company has achieved in ten years has been wider than the mere difference between assets and liabilities. If financial success alone had been its goal it would have been doing business on a straight commercial basis like its competitors. It would not have been required to consider any propaganda outside its own particular business channels. It would not have drawn



Electrically Driven Machines for Embossing Names on Plates and Addressing Envelopes

upon its resources to lend a helping hand to other farmers' organizations and thereby so identified itself with the Farmers' Movement that special enemies were created in its own field. It would have had a comparatively easy time of it.

But The Grain Growers' Grain Company has never regretted the part which it has been privileged to play. Its grants to Saskatchewan and Manitoba Grain Growers' Associations and the United Farmers of Alberta have amounted to \$27,950, while its financial expenditure along educational lines has exceeded an additional \$47,000. Recently the Company also has given assistance to the United Farmers of Ontario, feeling that the farmers in that province are kin with those in the West in their fight for better citizenship. The contributions of The Grain Growers' Grain Company at all times have been given gladly, freely, with no selfish motive to reflect upon its sincerity. It has not done its thinking in terms of dollars and cents. Its hearty co-operation has been given because it has cherished the principles for which the organized farmers of Western Canada have stood, because it has not considered itself as belonging to the farmers of any one province more than another.

As an illustration of the practical value of the Company's assistance it is only necessary to refer to the Saskatchewan Grain Growers' Association. In the days of 1908 the Associations were struggling with difficulties as well as the Grain Growers' Grain Company. Finally Mr. Fred Green, then Secretary of the Saskatchewan Association, approached the Company with a statement of financial handicaps that were retarding development. The Directors

promptly gave him a cheque for \$1,500 to assist him in his work. Mr. Green afterward declared that this practical assistance, so cheerfully given by The Grain Growers' Grain Company, was largely the factor which put the Saskatchewan Association on a business basis at that time.

The establishment of *The Grain Growers' Guide* was another educational effort of The Grain Growers' Grain Company. The directors were quick to see that if the farmers of Western Canada were to carry on to success, they must have a journal of their own to voice their policies—one which would be entirely free from any control except the control of the farmers themselves.

The Support of the Guide

Out of this idea grew *The Guide*. The wisdom of its establishment became apparent at once, and it has been owing largely to its fearless championship of farmers' rights in Western Canada that the Grain Growers' movement has succeeded.

The Guide has had its own particular struggle. The successful launching of a publishing enterprise always is attended by many difficulties peculiar to the publishing business; but besides these difficulties *The Guide* faced many more which were due to the special nature of its policies. A journal must look to its advertisers for sustenance; its subscription moneys cover but a small part of its running expenses.

The Guide found itself with many enemies in the advertising field; manufacturers who disapproved of its attitude on the tariff refused to do business through its columns, and it is only of late that *The Guide* has overcome this difficulty by sheer strengthening of its position as a medium of publicity.

During the years of stress The Grain Growers' Grain Company has stood staunchly behind *The Guide*. Year after year the financial deficits have been made good by grants from The Grain Growers' Grain Company. These have exceeded a total of \$40,000 for which the Company has got no return except the knowledge that the money could not be spent to better ad-



Multigraph Machines
for printing Circular Letters

vantage in the interests of Western farmers. If The Grain Growers' Grain Company had done little else than see *The Guide* through to success its existence would not have been in vain.

The Guide to-day is published in a plant of its own and is in a stronger position than ever before. Contracts have just been let for a new building of its own as it has outgrown its present quarters. This new plant will have the most up-to-date equipment possible for carrying on a high-class publishing and printing business.

The Guide is planning for a future of increasing usefulness and will continue to be a fearless and independent champion.

No, The Grain Growers' Grain Company has considered itself as belonging to the farmers of the entire West. For while the head office and warehouse of the Company is at Winnipeg, it is in that location for the good reason that Winnipeg had the greatest distribution facilities and was the established concentration point in the grain trade. The Company's 18,731 shareholders are scattered all over Western Canada. In Manitoba they number 8655; in Saskatchewan, 7246; in Alberta, 1356; elsewhere there are 1474. The same interest is taken in each shareholder; where he lives does not matter.

The Grain Growers' Grain Company approaches no farmer with a tale of woe. Its position to-day is sound, its record clean. It does not beg any man's business "for auld lang syne." Nor does it ask any farmer to deal with it just because he ought to support the Company which has championed his cause through all the years of bitterest struggle and sacrifice. That is something which may be left to each man's conscience and sense of fair play.

As a Business Proposition

Nevertheless, the Company does seek new business from the farmers of the West because it knows that it has the top-notch service to offer them. The days of incomplete organization and equipment, of mistakes and inexperience—these are past and the days of greater usefulness have come. The Company seeks for the farmer the fullest harvest of his pursuits.

When The Grain Growers' Grain Company asks a man to do business through its office, therefore, it would have the matter considered carefully as a business proposition. Let the farmer consider the promptness of the service that is offered, the completeness of the protection afforded, the financial savings whether selling grain and live stock or buying farm needs—in short, let him consider the full measure of everyday satisfaction which this farmers' own company positively can guarantee.



Mailing 15,000
to 18,000 Cir-
culars per day



*"Advise Grain Growers' Grain Company—
Eh?—NO SIR-EE! I've thought it all over
and that car goes to THE GRAIN GROWERS'
GRAIN COMPANY."*

Our Business: *The Business of the Farmer*

A Company organized, owned and operated by the farmers of Saskatchewan, Manitoba and Alberta.

Authorized Capital	\$2,000,000.00
Subscribed Capital (August 31, 1916)	1,440,160.00
Paid Up Capital (August 31, 1916) ..	1,073,179.95
Reserve Fund	600,000.00

Shareholders at January 1, 1917:—Manitoba, 8,655; Saskatchewan, 7,246; Alberta, 1,356; Others, 1,474; Total, 18,731.

Wheat, Oats, Barley and Flax purchased on track or handled on consignment.

48,375,420 bushels handled for over 11,000 farmers of Manitoba, Saskatchewan and Alberta in 12 months ending August 31, 1916.

Livestock handled on commission for individuals or associations.

Write our Livestock Commission Department, Union Stock Yards, St. Boniface, Man., and ask for information or for our weekly market letter.

Implements and supplies sold to farmers at figures as close as possible to manufacturers' cost.

The G.G.G. Co. is the logical outcome of intelligent thought on the problems of the farmer by the farmers themselves. Whether buying or selling through this Company, the farmer is assured of courteous treatment. He also has the satisfaction that comes from a knowledge that each car of grain or livestock and each order for supplies handled by us helps to better conditions for all Western Canadian farmers—in buying—in selling—in living.

The Grain Growers' Grain Co. Ltd.

Branches at
REGINA, SASK.
CALGARY, ALTA.
FORT WILLIAM, ONT.

Winnipeg-Manitoba

Agency at
NEW WESTMINSTER
British Columbia

*Every farmer in Sas-
katchewan, Manitoba
and Alberta should
read this booklet
from cover to cover.*